



Quality Connection

Official Newsletter of the Baltimore Section, ASQ

July/August 2002

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**Support your local Section this year.
Attend monthly Section meetings.**

Editorial

By Jim Cooper

Throughout the recent Annual Quality Conference in Denver, many persons, including, yours truly, wore buttons that said, "Ask Me About ASQ Divisions." Since I was representing the Inspection Division, and since I have been on a crusade to have the Divisions make available more information to the Section, I felt that it was appropriate to have people ask me about any Division.

Within ASQ, there are 22 Divisions and several Interest groups representing a broad spectrum of interests in the quality arena. Some of the Divisions, such as **Aviation, Space and Defense; Automotive; Chemical Processes; Biomedical; Health Care; Design and Construction; Government; Food, Drug and Cosmetic; Textiles and Needle Trades; Energy and Environmental; Education; Service Quality and Electronics and Communications** represent those specific industries.

Other Divisions such as **Quality Management; Human Development and Leadership; Inspection; Statistics; Reliability; Measurement Quality; Software; Quality Audit and Customer-Supplier** represent specific areas that are across many industries.

Additionally, those with interests in Quality Costs, Product Liability and Safety or Advanced Manufacturing (Lean, Six Sigma, etc.) may become a part of the

special interest groups that exist for these areas.

Divisions are special interest groups whose members all share an interest in and are focused on a particular aspect of the quality science.

While Divisions do not hold meetings within the local Section areas, they do try to work with the Section to schedule programs in their area of expertise.

The Division uses various means of communicating its message to the members, whether through the Newsletter or through scheduled conferences and education programs around the country. Communication is not a one way effort solely emanating from the Division. Members are encouraged to provide articles reflecting different points of view on their area of expertise. These articles may appear in the Newsletter or may be considered for presentation at a Division conference.

During AQC, all of the Divisions have at least one meeting, whether it be a Council meeting or a general membership meeting. If you are at AQC and are interested in what the specific Division does and how it operates, you should make the effort to be in attendance. Likewise, if you have the interest in becoming active within your Division, attendance at a Division meeting will allow you to meet those already involved and find out (*Continued on Page 2*)

Editorial (continued)

what opportunities are available to you. I have found that within a Division, you will be working on your specialty with some interesting and like-minded people.

Additionally, during the AQC, Divisions usually sponsor individual sessions or tracks where several speakers present their papers related to some aspect of your area of interest.

Over the years, the Baltimore Section has had members who chaired the Food, Drug and Cosmetic; Inspection and Reliability Divisions. Similarly, we have had members actively involved in the Software, Quality Audit, Quality Management and Aviation, Space and Defense Divisions to site just a few.

The exchange of information and the resources available through the Divisions make them valuable tools for the successful quality practitioner. Consider your particular industry or your activity within your organization and see if a Division wouldn't be the right step for you to take.

Vojik Receives Award as Outgoing Chair



Frank Vojik (R) receives his award for serving as the Section Chair from Incoming Chair **Gil Cuffari** during the final Executive Board meeting of the Section year.

The Tao of Auditing

By Rudolph Hirzel, IdeaWorks
Benton Harbor, MI

Joetta Barkley, American Red Cross
Boise, ID

Summary

The key to being a truly successful quality auditor lies somewhere outside the use of recognized processes, tools, and techniques. It involves an approach and philosophy to audit performance that can only come from experience and wisdom. The purpose

of this paper is to explore the basic tenets of successful auditing through the examination of eastern religious philosophy and thought. Through this exploration, important quality auditor personal attributes for audit performance will be discussed.

Introduction

What distinguishes a good auditor from a great one? We all have known those auditors that seem to be able to gather audit information with a minimal amount of trouble. Or those that always seem to be able to generate a unique insight into a performance problem which benefits the auditee greatly. They use the same tools - checklists, interview forms, analysis sheets - as everyone else. And they follow the same processes: preparation, performance, reporting, follow-up. So, what is it that these quality auditors do differently? In the analysis of audit performance, we have realized that what separates mediocre auditors from great auditors, is not what they do but how they do it. It is not the path the quality auditor walks but how they travel. This thought is closely mirrored in ancient Chinese philosophies and religious texts such as the *I Ching* and the *Tao te Ching*.

The *I Ching* is the oldest philosophical and religious text in China. It consists of 64 hexagrams that provide insight into what it means to live a "proper" life. The *Tao te Ching* was written by Lao Tzu over 2500 years ago and consists of 81 chapters conveying his philosophy of how we should live with ourselves and with each other. The *Tao te Ching*, which means "the way of virtue" is the basis in part for several different forms of Taoism. These two books, both ancient and sometimes puzzling, can provide us with insight into the way of traveling the quality auditor's path. The specific "personal attributes" we are going to explore include:

- Innocence
- Modesty
- Fellowship
- Enthusiasm
- Conduct
- Following
- Conflict
- Accomplishment

One additional note before proceeding. There are many translations of these ancient books available. Some are more easily read and interpreted than others. We have, for this paper, attempted to summarize information from several sources without losing the essential meaning of the texts. In some cases our interpretation may seem brief. Those that attend the

presentation will enjoy the benefit of further discussion on these subjects.

Innocence

“When man is innocent and without guile, his mind is natural and true, unshadowed by reflection or ulterior designs. The natural state of man is one of innocence. But when the natural state is not this state of innocence, where desires and ideas are astir, misfortune follows. We should do every task for its own sake as time and place demand and not with an eye to the result. Then each task turns out well and anything we undertake succeeds.” (Wilhelm, 1950).

During an audit, the quality auditor utilizes his guideline, verifying each item, methodically, one by one. A quality auditor should not concern himself / herself with the outcome and conclusions. Instead, concentration should be directed to the work at hand: the honest verification of each item. This is also true during the preparation of the guideline. To approach this task with innocence, the quality auditor needs to focus on the checklist content without thoughts of possible audit conclusions. With innocence, the quality auditor demonstrates integrity by eliminating bias and ulterior motives.

Modesty

Modesty means not boasting. Modesty means working steadily ahead. Achieving results without desiring or creating fanfare or glory for one self. It manifests itself in humbleness, but does not mean being subservient, meek or timid. Everything has its proper measure. Even modesty in behavior can be taken too far:

“Modesty is not to be mistaken with weak good nature that lets things take their own course. When a man holds a responsible position, he must at times resort to energetic measures. In doing so he must not try to make an impression by boasting of his superiority....The measures taken should be purely objective and in no way personally offensive. Thus modesty manifests itself even in severity.” (Wilhelm, 1950).

The quality auditor who has the support of the auditee will more readily gain acceptance for his/her audit findings. Modesty helps to achieve the support needed to complete corrective actions/preventive measures that are, triggered by, and necessary to, answer audit findings. If there is a suspicion that the quality auditor is out to establish a reputation or operates out of selfishness, auditee honesty and openness will be difficult to generate. Through

modesty, the quality auditor learns humbleness, which is the only sure way to reduce resistance.

Fellowship

“True fellowship among men must be based upon a concern that is universal.” (Wilhelm, 1950).

Fellowship means serving a greater good than oneself. Fellowship means finding a place that honors all involved. And from this place a unity is created which provides clarity for action. If unity of this kind prevails, even difficult and controversial tasks, can be accomplished. To achieve this kind of fellowship, a persevering and inspiring leader is needed that is both accessible and open. The basic principles of any kind of union must be equally accessible to all concerned. Secret agreements bring misfortune.

It is not the private interests of the quality auditor that creates lasting fellowship among the audit team, auditees, and stakeholders, but rather the greater goals of performance improvement and organizational achievement. To bring about the fellowship needed to accomplish these greater goals, the auditor must share information and be open to questions. A quality auditor with clear, convincing, and inspiring aims and the strength to carry them out will gather others around him/her with a desire to assist. If the quality auditor is not open about the goal of the audit or the information gathered, the audit will surely be unsuccessful.

Enthusiasm

Enthusiasm is a devotion to movement that involves preparation. To be enthusiastic, is to be ready to take action. One who is confident and self-assured becomes truly magnetic and inspiring, thereby attracting others to cooperate. It is your charisma that stirs other to follow. Enthusiasm can be a mild, subtle personality trait. It doesn't mean you have to be a cheerleader, superficial and feigned.

To be effective, the quality auditor needs to gain cooperation of the auditee. This means being able to demonstrate that the auditee's time will be used wisely during the audit. Proper audit preparation and sharing information about audit planning are certainly ways of showing enthusiasm. During audit performance, the auditor can bring the most important issues to light. But unless a sense of cooperation is established with the auditee, the effort is for naught.

Conduct

Conduct is about treading carefully. It is a way of walking without leaving marks. It also means correct social conduct and in this context relates to interacting

with people without being disruptive. It is a sensitivity to the order of the universe and to the needs of others. For it is just as important to do things correctly as it is to do the right things.

“An image often associated with this hexagram is that of treading on the tail of a tiger ...one avoids the bite of the tiger by treading carefully.” (Walker, 1992).

The concept of conduct is an important one for quality auditors to learn and practice. It means that the audit must be planned and conducted in a way that will minimize disruption. The auditor must be mindful of the protocols and culture they are entering. Quality auditors must also be careful to not disrupt normal operations, processes and systems. The quality auditor with sensitivity always asks the question, “When this audit is done, will the organization be changed negatively by my presence?” That is the essence of conduct.

Following

“It is implicit in the idea of following that if one wants to lead others one must remain accessible and responsive to the view of others. No situation can become favorable until one is able to adapt to it and does not wear himself out with mistaken resistance.” (Wilhelm, 1950).

At the same time, however, the true leader must have firm principles in place so there is no vacillation to the true goals. The leader must be ready to listen to the opinions of others, and must not associate exclusively with people who share the same views. Instead, he/she *“...must go out and mingle freely with all sorts of people, friends or foes. That is the only way to achieve something.”* (Wilhelm, 1950).

In order to obtain support from the auditee, the quality auditor must first learn how to adapt. This comes from an awareness of the auditee’s condition and organization and from a willingness to listen. It also comes from a willingness to not blindly follow an audit checklist. An auditor must learn that they serve not the audit plan but the greater good of the organization. Being true to the intent of the audit with a willingness to change is the only way to create true fellowship. And only through this adaptability does the quality auditor obtain the assent necessary for audit performance.

Conflict

Central to the idea of conflict is preventing conflict from occurring. It means apprehensive caution. It means being sincere in one’s condition with a mindful eye for what is occurring around them. So the

prevention of conflict is through proper planning, communication, and correct action before an event becomes conflict. But sometimes conflict presents itself to us. It is best in these situations to not respond. From conflict comes conflict. And of that nothing good can come. The *I Ching* teaches that, *“one cannot engage in conflict, one returns home, gives way.”* (Wilhelm, 1950).

For the auditor, it is always important to remember these words of the *I Ching*. In the course of audit meetings and interviews, it is best to avoid conflict. If auditors find themselves in the presence of someone wanting a fight, it is best to walk away. If we do nothing, our time is not being used wisely since the auditee in this case is most likely not willing to share information. If we respond, we are giving in to their anger, which will not help either. It is better to use caution, end the discussion, and obtain the information through another source.

Accomplishment

Accomplishment means progress and success in small measures. It also implies a transition from confusion with everything in its proper place. However, there is a note of caution in accomplishment suggesting a failing at the end. Everything must proceed with care and due diligence until the task is complete. We can not rush or push the task along and expect good results.

“Rushing into action, you fail. Trying to grasp things, you lose them. Forcing a project to completion, you ruin what was almost ripe.” (Mitchell, 1988).

It is an improper audit that fails to produce an accurate reporting of the condition(s) found or that fails to solicit action to correct known problems. This means the quality auditor must pay as much attention to details and methods during reporting and follow-up as was given during preparation and conduct. It also means that time must be spent wisely to ensure the audit can be completed without haste. The quality auditor must demonstrate perseverance to ensure the audit is completed to the end.

Conclusion

What is a successful quality audit? Success has been defined in many ways - creating meaningful change - providing an accurate report of current conditions - recommendations for sustainable improvement - the elimination of waste - assistance with organizational achievement. Any of these definitions can be used, either separately or in combination with each other, to define a great quality

auditor - someone who can consistently complete a successful audit. Study of the ancient Chinese philosophies provides us insight into what we need to achieve this greatness. The ancient texts tells us that if we approach every audit with integrity, humbleness, openness, cooperation, sensitivity, adaptability, caution, and perseverance, we can be great.

References

This is a list of specific references used in this paper. We encourage you, as the reader, to seek out further information on your own so you may draw your own unique insights.

The I Ching or Book of Changes, by Richard Wilhelm, Bollingen Foundation Inc, NY, 1950 & 1967. Princeton University Press, 1977.

The I Ching or Book of Changes: A guide to Life's Treasures, by Brian Browne Walker. St. Martin's Press, New York, 1992.

Tao Te Ching by Lao Tzu, translated by Gia-Fu Feng and Jane English. Random House, Inc., New York, 1972. Vintage Book Edition, September 1972

Tao Te Ching by Lao Tzu, translated by Stephen Mitchell, Harper and Row, New York, 1988. Perennial Classics Edition, 2000.

This paper was presented at the 56th AQC in Denver and is reprinted with the permission of both authors. Rudy Hirsel may be contacted at ideawork@big-tools.com Joetta Barkley may be contacted at BarkleyJ@usa.redcross.org

What's New in Recertification

For applicants to receive the employment RU credits, they must have at least one job duty, responsibility, and/or function that falls in at least one area of their certification(s) body of knowledge. For other categories of the recert journal, the activity listed must fall in at least one area of their certification(s) body of knowledge **OR** be job enhancing;

i.e., relating directly to their job duties, responsibilities, and/or functions or is training them on new duties, etc., to receive the appropriate RU credits listed.

Please note the two changes to the recertification program as listed in the recertification journal under 'Part-time Employment' and 'Proctoring' for chief and assistant proctors. You will see how many RU credits are given for each of these new changes.

All ASQ members can submit their recertification journal packets up to six months before and/or after their expiration date; or called a 'grace period' after their expiration date.

Submitting recertification journals up to six months prior to the expiration date does not mean that the member must deduct six months of employment credit. That six month grace period before the expiration date is an 'open window' that is allowed for early submittal and full employment for the three year recert period may be taken, but any other activities must be completed before sending in the recert packet to receive RU credit(s).

There are two different types of extensions granted. One is for just extra time to submit the recert packet and the other is to actually accrue the needed 18 RU credits to recertify past the applicants certification expiration date.

Extensions are granted, by way of the ASQ recertification coordinator at, if special arrangements are needed due to extenuating circumstances; i.e., death in the family, health issues, unemployment, maternity leave, and travel for work abroad, etc. The member **must** contact the ASQ recertification coordinator **before** his/her certification expiration date to request an extension. Either a six-month or 1 year extension period may be granted. Keep in mind that when an extension is granted this allows the member to accumulate the needed 18 RU credits past their expiration date; additional employment and/or other activities can be used in extensions. When it comes time for their next three-year recertification period, the time that was used up from their extension, will be less time that can be used towards their next three-year recertification period. *e.g.:* If a six month extension was given, then for the member's next three-year period, they can only use two and a half years of activities towards their next shortened three year recertification period.

Audio tapes, as well as, **all electronic media** were approved by the Cert Board. This includes, but may not be limited to (due to technology) audiotapes, videotapes, CD-ROM, satellite conferences, etc. These activities will be categorized under the current 'videotapes' section of the recert journal but will now be called '**Electronic Media**'.

The category max will be 3.6 RU credits over the three year recert period with **NO PER YEAR** max as previously stated. The applicant will receive the current .025 RU credits per every 15 minutes of viewing/listening. The electronic media source **MUST** fall in at least one area of the certification(s) BOK or be job enhancing **AND MUST** include a total length of time on the packaging. **NO** self-paced electronic media will be accepted regardless of the topic.

Documentation required will be a copy of the electronic media packaging showing the title, length of time, and the completed written form, from inside the recert journal, showing the date(s) of viewing/listening. If no formal packaging is included, then as alternate documentation, a written letter on company letterhead, signed off by the immediate supervisor/manager or HR dept, attesting to the electronic media activity completed.

The following are the current fees for recertification by journal and by exam: (Prices are subject to change without notice)

	<u>Members</u>	<u>Nonmembers</u>
One Recertification	\$30.00	\$50.00
Two or More Recertifications	\$50.00 total	\$50.00 each
Certification Retirement	\$20.00 / cert.	\$40.00 / cert.

Recert By Exam Fees

	<u>Member Rate:</u>	<u>Nonmember Rate:</u>
CQA, CQE, CRE, CSQE, & SSBB	\$130.00	\$235.00
Certified Quality Manager	\$185.00	\$290.00

**Applicants may recertify by exam up to one year past their certification expiration date. Recertification by RU credit journal is only allowed up to six months after their certification expiration date.

The Six Sigma Black Belt certification will follow the same three-year recertification cycle and requirements as the CRE, CSQE Certified Quality Manager, CQA and CQE, using the same recert journal and procedure.

The HACCP and Biomedical add-on certifications to the CQA do not require separate recertification nor additional recertification fees. As long as the CQA is kept current with recertification by journal or exam, then the HACCP and Biomedical add-ons will always be automatically recertified.

Lastly, utilize the ASQ web site for recertification forms and references.

ASQ - Baltimore Section 0502

THE VISION: *To be the Baltimore Metropolitan Area recognized resource on issues related to Quality.*

OUR MISSION: *To create value for our members and business professionals at large by providing opportunities for professional development, serving as a resource for managing quality in the Maryland community.*

QAI / QAAM Conference Set

The Quality Assurance Institute In association with Quality Assurance Association of MD, will sponsor a Conference on Managing Software Excellence, December 3 - 5, 2002. It will be held at the Maritime Institute of Technology Training and Conference Center, Linthicum Heights, MD.

Keynote Speakers:

- ◆ **Joe Jarzombek**, Deputy Director for Software Intensive Systems, Office of the Secretary of Defense
- ◆ **Watts Humphrey**, Director Emeritus, SEI - *What If Your Life Depended on Software*
- ◆ **Jim Sturges**, Director of Engineering Process, Lockheed Martin - *The Quality Payoff for Engineering Maturity Increase*

Testing Track:

- ◆ **James Moore**, WC3 Standards Coordinator - The MITRE Corporation - *IEEE/EIA 12207 as the Foundation for enterprise Software Process*
- ◆ **Garry Roedler**, Principal Systems Engineer - Lockheed Martin Management and Data Systems *What is ISO/IEC 15288 and Why Should I Care?*
- ◆ **Glen Schulze**, QA Manager - PHH/ Arval - *Start Building Your Testing Tool Kit Today!*
- ◆ **David Fern**, Sr. Test Specialist - Micro Systems Inc - *Making the Beta Testing Process Pay Off*
- ◆ **Tim Pelland**, QAI - *Testing on the Web*

Measures & Metrics Track:

- ◆ **Denise Wynne**, Information Specialist, Quality Assurance Subject Matter Expert for Electronic Data Systems (EDS) - *So What!*
- ◆ **Jackie Calhoon** - *Baldrige*
- ◆ **Carol Dekkers**, President - Quality Plus Technologies - *All I Need to Know about Software Measurement I Learned by Watching Football*
- ◆ **Pete Baxter**, Development Manager, Distributive Software - *Focusing Measurement on the Information Needs of Managers*
- ◆ **Will Hayes**, Senior Member of the Technical Staff - SEI - *Identifying the Requirements of Your Measurement Process*

Standards & Models Track:

- ◆ **James Moore**, WC3 Standards Coordinator - The MITRE Corporation - *IEEE/EIA 12207 as the Foundation for enterprise Software Process*

- ◆ **Garry Roedler**, *Principal Systems Engineer - Lockheed Martin Management and Data Systems - What is ISO/IEC 15288 and Why Should I Care?*

Assessments & Audits Track:

- ◆ **Virginia Fowler**, Senior System Consultant, Intergraph Mapping & GIS Systems - *Transition from ISO 9001 : 1994 to ISO 9001:2000, Musings of a Survivor*
- ◆ **Scott Duncan**, Consultant - *Encouraging Process Compliance through Automated Workflow Management*
- ◆ **Ralph Williams**, President - Coolimon, LTC - *Using Casual Analysis and Resolution (CAR) at Level 1*
- ◆ **John Phippen**, Director of QA, ITBG, Inc. - *Spice*
- ◆ **Norman P. Moreau**, PE CSQE, CQA, President - *Theseus Professional Services, LLC - Transitioning to ISO 9001 :2001 - FAQ and Solutions*

Management & Planning Track:

- ◆ **Ralph Williams**, President - Coolimon, LTC; **Alan S. Koch**, Independent Consultant; **David Saumweber**, Executive VP - TranTech - *Level 2, Zoom-Zoom-Zoom! - Case Study*
- ◆ **Linda Rosenberg**, NASA - *Software Quality Assurance at NASA*
- ◆ **Ron Dean**, Principal Program Manager - Galaxy Scientific Corporation - *Project Quality Assurance Planning: What you can do when you can't do a lot.*
- ◆ **John Weisz**, President - Life Cycle Engineering Associates - *Immediate Return 6-Sigma -Assuring Breakthrough Process Improvement*
- ◆ **Richard D. Stutzke**, Vice President, Applications International Corporation - *The Multiple Dimensions of Software Quality*
- ◆ **Jim Litcho** - *System Security*

For more information, please refer to the QAI Website at www.qaiusa.com and click on Conferences.

The Soul of Facilitation

By Harrison Snow

Facilitation is like walking a tightrope. You have to pay close attention to every step. When the emotions are calm and the subject you are on is agreeable it seems like you can skip along forever. Yet, beware over confidence. The only thing predictable

about groups is their unpredictability. When things get shaky it can be hard to keep your balance. And keeping your balance, recovering from a misstep, or responding to a sudden upset in the group in a relaxed and calm manner is the mark of a pro.

Before you get on the tight rope again and work with a group take a look at three areas:

- Yourself as the facilitator
- The group being facilitated, and
- The process of facilitation.

1) It all starts with yourself.

Find a quiet place where you can sit for a few minutes and check in with yourself. Take a deep breath. Notice any areas of tension in your body and let them relax. Notice any doubts or feelings of anxiety about the session and let them go.

The more open, relaxed and positive you are the more open, relaxed and positive the group can be. Think about the ideal outcome of the session:

- How would it look?
- Would people be smiling and shaking each other's hands, congratulating each other for what they accomplished?

If so, affirm that goal in your mind's eye and notice how that outcome would make you feel.

2) Think about the group you will be working with:

- How much of a relationship do you have with them? If they are strangers try to meet them before the session or when they come in the room.
- What state of mind are they likely to be in? Will it be positive or negative? You might ask them if they have the mindset of prisoners, vacationers or explorers?
- Ask the group what outcomes it wants from the session? What behaviors will it take during the session to achieve those outcomes? How committed are they to achieving those objectives by doing what it takes?

3) Focus on the information available and how it can help the group.

It is a common expression that a facilitator is as good as the group he or she works with. A great group can easily make you feel like a great facilitator. A conflicted, defensive, resistant or hostile group will really help you learn a lot about yourself and the art of facilitation. No matter how the group is acting,

towards you or towards each other it is just useful information. You cannot take it personally. Being objective. Being non-attached. Being fully present with the group, focusing on how it is doing, not how you are doing will help you respond to the needs of the moment. Even if it looks like the session is going to be a total failure, especially when it looks like that, you stay centered and positive because that is your job.

Your attitude tells the group louder than any words that a successful outcome is still an option. By holding that vision for the group you can ask the questions that will help the group overcome its own doubts, clarify what it is trying to do, access and organize its skills and abilities and achieve its objectives.

The soul of facilitation involves preparing yourself to be detached from your problems and reputation and focusing on the group and its needs. And, understanding the group and focusing on its interactions rather than our own feelings. Focusing on the soul of facilitation, keeps you balanced and moving forward on the tightrope no matter how high off the floor!

Harrison Snow of Teambuilding Associates is the author of three leading books on teambuilding in a corporate environment. More information about resources on the Soul of Facilitation can be found at teambuildingassociates.com.



*Incoming Chair-Elect **Scott Fairchild** is shown during the recent Section Board meeting*

Special Thank You

As always, the Section would like to recognize those members who serve as assistant proctors for the various certification examinations. For the June 2002 set of CQE, CQA, CSQE and CQIA examinations, the Section was fortunate to have **Jim Elliott**, **Charles Snipes** and **Suzanne Zolnick** assist Chief Proctor **Maria Burness**. The Section thanks each of these members for giving up a Saturday morning to assist with this important task.

A quality guru is one whose approach to quality within business has had a lasting impact.

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New Officers Begin Year

July 01, 2002 marks the beginning of the new ASQ year. With it comes the term of the newly elected Section officers. This year, **Gil Cuffari** will serve as the Chair of the Section. Doing double duty will be Chair-Elect **Scott Fairchild**, who will also serve as our Program Chair for the coming year. **Mike Rothmeier** will keep the Section's finances in order as the new Treasurer. **Terri Childs** steps into the position of Section Secretary. Additionally, **Alan Small**, **Howard Swartz** and **Morgan Hall** will serve as Advisors to the Section's Executive Board. All three Advisors will serve a two year term. All members are asked to give their support to our Officers for the year.



*Section Membership Chair **Bev Earman** and Chief Proctor **Maria Burness** during the recent Section Executive Board meeting.*

***Inaugural Address of ASQ President
Elizabeth M. Keim***

Denver, May 21, 2002

*(The following was the Inaugural address of Incoming ASQ President, **Elizabeth Keim**, presented during the recent Annual Quality Conference. ASQ has given permission to reprint the speech.)*

Thank you, Tom. I gladly accept this charge and the responsibilities that come with it. It has been a rewarding, challenging year of learning and accomplishment—working together.

It's a privilege to work with you, and with the member leaders who make our society great—the many people you just recognized and so many others. I am going to recognize the other arm of our professional association—our dedicated and talented ASQ staff. Would our executive director, Paul Borawski, and those staff present please stand and accept our recognition for the fine work of the entire ASQ staff.

There's a great line from Don Quixote that says, "Tell me thy company ... and I'll tell thee what thou art." None of us is entirely self-made; we are products of our associations as much as products of our own doing. That's why I'm so pleased to be in your company this evening—my esteemed colleagues from whom I have learned so much. And to have in my company some very special people I will recognize. My parents, Carl and Jeannette...would you stand, please. And my sister, Kathryn. Thank you for always being in my corner. And last but not least, Ted, without whose support I couldn't even dream of being here tonight.

I'm always amazed at the incredible amount of energy I see all around me, everywhere I turn in this

organization...the incredible energy and dedication and voluntary effort it takes every day of the year to maintain a society such as ASQ. We could be sitting at home watching "reality TV." But we're not. We have our own much more dynamic and exciting reality. We're engaged in an extraordinary array of meaningful activities.

Consider the ASQ member who works to put together a Section or Division program...or an educational course...after a hard day at the office ...sometimes with an employer's support, often without. Why does she do it?

Because IT MATTERS.

It matters that the unique knowledge we have gets passed on to new generations of quality leaders. And it matters that we have opportunities to network and to share and expand our own knowledge.

Or the member who travels to Milwaukee to spend all weekend writing questions for certification exams ...or defining the body of knowledge for a new exam ... or doing strategic planning for a Division. Why does he do it?

Because IT MATTERS. It matters that our body of knowledge be constantly refreshed and up-to-date.

Or think about those who give of their time and talents to advise their local elementary school as it adopts the Koalaty Kid approach. Why do they do it?

Because IT MATTERS that our children are exposed to thinking about quality. And that our educational systems have every advantage that quality processes can bestow on them. And then consider the members of our own Albuquerque Section, who have been working with their county elections board to improve election processes.

Or members of our Kansas City and Pikes Peak Sections, who have been forging working relationships with their Better Business Bureaus and Chambers of Commerce. Why?

Because IT MATTERS when they can apply their unique knowledge and skills to the betterment of their communities. They understand that the concepts of Quality, Professionalism, and Service are closely interlinked through their actions.

One way to realize the impact we have ... the importance of what we do ... is to imagine what things would be like if not for us. Imagine yourself—or ourselves collectively—in the Jimmy Stewart role in that classic movie, "It's A Wonderful Life." Where Clarence the angel-in-training shows George Bailey

how bleak life in his world would be if he had never been born. From the founding of our Society right up to the present day, I could cite case after case of ways we have made a difference in our world. How different our world might be were it not for our accomplishments. From the development of applied statistics and basic quality tools to the integration of human factors and team dynamics into our workplaces. From bringing the voice of the customer into product design to elevating quality considerations to the level of business strategy. From reviving sagging industries to bringing new knowledge to our schools, governments, and communities. A legacy to be proud of.

Today we see more professionals incorporating the body of quality knowledge into their own bodies of knowledge. We have influenced not just one profession, but many. We've developed a strong foundation of knowledge over the years and have successfully focused on larger roles that we have been asked to play.

So, I have a very simple message for you this evening. It's that what you do—what we do—really does matter. And if we want to continue to do what we do best—and to continue to be relevant in a fast-changing world—we need to focus our efforts and attentions very clearly on the vital things that really matter to us and to the people we serve. I want to let you know my hopes for this organization, my expectations for each and every one of us, and my priorities for the vital things I would like to concentrate on during the coming year.

My number one priority will be improving member value—making sure that the things this organization does for its members really matter.

The number two priority will be the measurement system—to ensure we are focused on those products and services that positively effect member value.

Our last 3 presidents—**Tom Mosgaller**, **Greg Watson** and **Ron Asbury**—have worked hard the last few years on the theme 'The Future is Us.' The goal is to unify ASQ and realize the opportunity we have to make a difference. I will continue to be guided by this theme as I focus on member value. I believe the future is us. It is commitment to members. Commitment to focusing on the things that really matter to members—the things that add value to the membership experience. What does this mean?

Enhancing member value means providing members the means to assume new roles. The roles and responsibilities that will be required of them in the

future. It means we'll be examining what we do for members to ensure we're integrating our diverse bodies of knowledge and business skills into our toolbox; to play a role in adequately preparing our members. Preparing them to be major players in adding to the bottom line of their organizations through improvements—not putting up with quality as a separate initiative. We have an obligation to help our organizations move along a path of growth and development—and I intend to push to see that your society prepares you to do this. It means also preparing ourselves to be better tuned in to the people side of our organizations. Our new affiliation with the Association for Quality and Participation presents us with an unprecedented opportunity. It brings together two great strengths—the technology of quality and the human side of quality—to form a very powerful benefit for members and the communities in which they live. I intend to see that we leverage that relationship for all the value that it's worth.

It means increasing the value of our profession in the eyes of the world—especially among those who lead the organizations where we work and apply our knowledge. During the next year you will see expanded efforts aimed at enhancing the profession. Helping people realize that quality professionals are essential to organizational success, and showing them we can help organizations focus themselves on the things that matter.

Enhancing member value means positioning our society to be seen as relevant on a wide range of issues that matter to our members and our wider communities. We must be viewed as trusted experts who can bring quality principles to bear on solving problems in the communities in which we live. ASQ has become increasingly more engaged in forming national and world opinion on important quality-related issues.

Issues such as patient safety, passenger security, election reform, and a variety of education-related issues. Our efforts to expand the Malcolm Baldrige Award into education were finally rewarded with the first winners this year. Our focus on matters such as these will continue and intensify.

Enhancing member value also means being fully engaged in the wide world around us.

The reshaping of our international activities that was initiated by our recent presidents will continue. We will continue to forge stronger and more meaningful relationships with our sister quality organizations around the world.

Enhancing member value means re-examining all of the major activities that we're engaged in. Checking to make sure we're expending our major efforts and resources on value-adding activities. And evaluating new activities by this same yardstick. In the coming year you may find us doing things like testing virtual memberships. And, of course, supporting our Sections and Divisions in their efforts to add member value.

Let me give you a concrete example of how this works. We've been examining very closely the methods we use to deliver educational content. We've made great strides with our e-learning strategy—with some 30 courses currently offered in the e-learning center. The lessons we've learned from the e-learning center have encouraged us to go ahead with something we call blended learning—a combination of e-learning and instructor-led courses, which will debut in the next six months. This approach allows busy learners to reduce the amount of time they must spend in a classroom while still giving them direct contact with instructors who can enrich their learning experience. Blended learning lets individuals maximize their learning time and get maximum value. To help us measure how well we're doing, we've been expending a lot of effort in following up with course attendees after they return to work to find out if they're getting practical value from their courses. And it's paying off. These are ambitious plans. To execute them successfully requires a measurement system that will support this focus on member value. We will be:

1. Doing an ever better job of gathering and assessing member requirements.
2. Translating those needs into services.
3. Managing the processes to effectively and efficiently deliver those services.

I'm convinced that focusing on value to members is THE key to our future. Doing the things that matter to our natural constituencies will position us to attract future members and remain a vibrant and healthy organization.

Let me conclude by saying that the surest recipe I know for personal and professional fulfillment is to be engaged in meaningful activities—in things that matter—and to do it the company of people you respect and enjoy.

I have the utmost respect for your capabilities, your professionalism, and your determination. I've laid out an agenda for the year that I'm convinced presents us with unlimited opportunity to do things that matter.

My hope is that you'll join me with unlimited enthusiasm. Thank you all.

Fellow Candidates

The Section is seeking qualified individuals to nominate for advancement to the grade of Fellow. Five Honorary Members, Fellows and/or Senior Members may nominate an individual, who is a Senior Member of ASQ. Candidates shall meet the following:

- Fifteen years of active experience in quality-related positions prior to the date on which the nomination for Fellow is submitted. These 15 years shall be full calendar years (though not necessarily consecutive) prior to the nomination for advancement to the grade of Fellow.
- Be a Sr. Member in good standing for at least the past 5 years; up to 3 years of which may be satisfied through equivalent time earned as a Sr. Member or comparable grade in an organization listed in the American Society of Association Executives' list of recognized organizations.
- Attain distinction in one or more of the following:
 - *Planning or operation of quality-related work activities.*
 - *Teaching a major course in a quality-related academic discipline at an accredited school or institution.*
 - *Developing original theories, principles, or techniques of quality-related work.*
 - *Expounding useful theories, principles, or methods of quality-related work.*
 - *Directing work of significant scope in the application of quality-related work.*

In completing the nomination form, the candidate should address: technical experience, occupational responsibility, publications, ASQ activities, professional affiliations other than ASQ, and teaching (for non-professional teachers) OR consulting (for professionally employed teachers).

Sufficient data should be provided that substantiates the qualifications of the nominee. Nominations, accompanied by pertinent supporting data, endorsements, and preliminary sponsor scoring form, may be submitted to ASQ Membership Services, at any time prior to July 1 of each year. Submissions shall include one master copy of all forms and documentation and also 5 additional copies of this entire packet of information.

For further information, contact:

Howard Swartz
8 Timber Way Court
Reisterstown, MD 21136
410-628-3278

2003 International Inspector of the Year

During the recent AQC in Denver, I had the opportunity to chat with many individuals that visited the Division booth in the Exhibit area. In each case, the individual admitted that he or she considered their organization successful, that they produced good products for their customers and this was achieved, in part, through the efforts of their outstanding inspectors. Each person agreed that their inspectors deserve more recognition than they normally receive.

Ask yourself the same questions. Are you with a successful organization? Do you provide excellent products and services for your customers? Do you have inspectors, outstanding inspectors, that have a hand in your organization's success? If you can answer "YES" to all three questions, you should be seeking recognition for your inspectors. One way to gain this recognition is through the nomination of these outstanding individuals for the 2003 International Inspector of the Year Award.

Any individual, Section, Division or company may submit nominations for the award. The key is making sure that you do submit your nominations. **Loyd Moore**, an outstanding inspector was recognized as the 2002 International Inspector of the Year. However, had he not been nominated, he would not have gained the recognition that he justly deserves.

The 2003 International Inspector of the Year Award will be presented during the 57th Annual Quality Congress in Kansas City, MO in May, 2003.

We have tried to make the process easy for all. The application is currently available at the Inspection Division web site, www.asqinspection.org. We, as a Division, ask that you take the time to nominate your outstanding inspectors, those that have helped you achieve success. Submit your nomination for the 2003 International Inspector of the Year.

All nominations must be submitted by **March 15, 2003**. Applications for the Inspector of the Year Award shall be submitted to:

John Jennings, Awards Chairman 860 Crockett Garland, TX 75040 (972) 543-6970 (972) 543-7087 (FAX)

Next Newsletter Due Date September 15, 2002

Certification Exam Schedule

Examination	Application Date	Exam Date
CQT/CRE/CMI/ Six Sigma Black Belt/HACCP/ Quality Mgr.	August 23, 2002	October 19, 2002
CQE/CQA/ CSQE/CQIA	October 4, 2002	December 7, 2002
CQT/CRE/CMI/ Six Sigma Black Belt/HACCP/ Quality Mgr.	January 10, 2003	March 1, 2003



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